

STRATEGY SESSION: Professional Development

Steering Committee member:

Catherine Crowley

Vice President

The Association of Maryland Hospitals & Health Systems

Best Practice speaker:

Susan Tagliaferro

Business Liason

Baltimore City's Mayor's Office of Employment Development

Susan Tagliaferro is currently serving as the Business Liaison for Employ Baltimore, the employer services unit for Baltimore City's Mayor's Office of Employment Development. She had previously worked as the Acting General Manager and Customized Training Administrator within Employ Baltimore since 1997.

Susan has an extensive career in employment and training, spanning 28 years with a wide range of both "hands on" and administrative positions. She began her career as a Vista volunteer at the Southeast Community Organization developing community-based summer job opportunities for Baltimore youth. In 1978, she accepted a position working full-time as a job placement counselor for the City's mobile career centers. Susan then moved into program design and management, coordinating the City's Summer Food Service Program for Children and Community Transportation Program for the next eleven years. During that same period, Susan also coordinated the Youth Providers Network, maintaining a database of youth organizations and producing a monthly newsletter for the membership.

Grant writing and resource development have recently become prominent in Susan's scope of responsibilities. For the last two years, Susan has coauthored and provided oversight for the highly successful Skills-Based Training for Employment Promotion (STEP) grant. A significant part of Susan's work involves coalition building within the healthcare industry and locally administering the federally-funded, regional high-technology grant called Metrotech.

Co-Facilitators:

Sharon E. Stentz, RN, MSN

Manager of Professional Development

Career Development and Competency

Adventist HealthCare

Sharon Stentz is currently the Manager of Professional Development in the Career Development and Competency Department of Adventist HealthCare. She came to Adventist from the Kirkwood U.S. Army Reserve Center in Wilmington, Delaware, where she was the Program Director of the Practical Nurse Program.

After receiving her B.S.N. from the University of Delaware in 1979, Ms. Stentz joined the Army as an Officer. In 1988, she began to specialize in medical services with the Army. In 1990, she received her M.S.N. from George Mason University, rejoined the armed services, and worked with the Army until her present position with Adventist.

Betsy Jessup Caine

President

Work In Progress, LLC

Betsy Jessup Caine is the President and founder of Work In Progress, LLC, an Organizational Development consulting firm located outside of Washington, DC that specializes in cultivating leadership talent in organizations. In addition, she recently joined Adventist HealthCare as a part-time Internal Consultant. She has over 20 years of senior level experience in helping leaders achieve their desired business results. While she has worked in both the for-profit and non-profit sectors, the majority of her experience has been with non-profits. She has a strong experience base working with healthcare clients. She holds a Masters in Human Resource Development as well as Leadership Coaching and Organizational Development Certifications from Georgetown University. She is also on the faculty of Georgetown's Center for Professional Development.

Professional Development Strategy Session

- Advance the skills and expertise of incumbent healthcare workers
- Expand educational capacity to meet the needs of the labor force
- Provide better access to healthcare skill opportunities

Recommended Initiatives:

Create a central clearinghouse of training opportunities

Need addressed:

- Education of healthcare workforce
- Increase demand for healthcare training, especially in nursing
- Match licensure obtainment and skill level
- Introduce new skills to healthcare workforce such as technology
- Match educational opportunities with financing

Outcome achieved:

- Central clearinghouse of training opportunities, financing options, licensure requirements, and employment opportunities
- User-friendly coordination of existing electronic databases, websites, and programs publicizing healthcare training opportunities
- Central location to publicize new healthcare curricula such as technology skills to healthcare workforce

Expand career pathway programs to other populations

Need addressed:

- Expand STEP criteria to reach new populations who desire program
- Expand career ladders or pathways for incumbent workers
- Fund career pathway programs such as School at Work, STEP, and Project LINC

Outcome achieved:

- Increase worker retention and quality of life through advancement
- Expansion of STEP program eligibility criteria
- Reduction in vacancy rate for allied health and nursing fields
- Advancement and self-sufficiency of employees participating in career laddering
- Short-term training increases employee income and benefits

Professional Development Best Practice:

Baltimore City's Mayor's Office of Employment Development STEP Program

In July 2001, the General Assembly charged the Governor's Workforce Investment Board and the Department of Labor, Licensing and Regulation with developing and guiding a \$1 Million competitive grant pilot program to demonstrate how short-term training might impact low-income working parents' income and benefits. Since that time, Baltimore City's Mayor's Office of Employment Development, on behalf of the Baltimore Workforce Investment Board, was awarded **STEP (Skills-based Training for Employment Promotion)** grants (Year I – \$575,000 and Year II - \$437,000) through the Department of Labor, Licensing and Regulation. The results are in and Baltimore's STEP is exceeding expectations in every way.

Baltimore's STEP program shows what the publicly-funded workforce system and the private sector can accomplish when their assets and capital are leveraged to achieve a common goal. STEP's noteworthy achievements include: building a sectoral employment pipeline that penetrates Baltimore's top growth industry – healthcare; reversing low-wage employment; addressing employers' recruitment challenges; decreasing worker shortages; promoting public/private partnerships; raising the wages of and providing career advancement to working poor parents and improving their families' quality of life; improving job retention; creating backfill opportunities by opening up entry-level jobs for less skilled and unskilled unemployed workers to fill; promoting life-long learning in Baltimore's working-poor population. Features of STEP that add value to employer partners include the flexibility of the program model and the supportive partnership led by MOED and its training partner, BCCC, whose ability to customize training to meet employers' specific needs is considered a positive feature. STEP also recognizes the value of cohort training and peer-to-peer mentoring for participants and incorporates both into the program design.

STEP has lead to a groundbreaking agreement among Baltimore hospital employers on curricula and skill standards. The partnership has also catalyzed the formation of the Baltimore Healthcare Consortium to create a shared vision for recruitment, training and career advancement in Baltimore's healthcare industry and a forum for multiple partners to develop a system that offers a long-term, focused combination of preparation, training, work experience and upgrade skills training that helps individuals enter and advance in the workplace. Recognition of STEP's potential as a sectoral approach has also prompted the Abell Foundation to fund a workforce data analysis of STEP's initial hospital partners. For STEP III, Baltimore City will be expanding the number of participating hospitals to include three Med-Star facilities – Union Memorial, Good Samaritan and Harbor Health.

As the General Assembly had hoped, STEP is showing that investing in working parents pays off with significant increases in wages and benefits. Baltimore's STEP parents are moving from jobs as janitors, cafeteria workers, transporters, greeters and clerks to positions as surgical, pharmacy and nursing technicians, medical coders and dietary supervisors. What was not necessarily expected, though, was that many participants found that STEP has opened new worlds to them and impressed their children with the importance and benefits of studying hard for lofty goals. Many want to go further on their new career ladders, an unattainable dream when the prospect of paying to go to

school at night while working full time and raising a family seemed far beyond their resources or their strength. Profiles of STEP participants and employers can be found in “Maryland STEPs Up for Working Parents” a longitudinal study commissioned by the Governor’s Workforce Investment Board and funded by the Open Society Institute–Baltimore.

Their employers are happy, too. They are filling critical skill shortage jobs and reducing turnover costs. They see the 50% funding match and paying workers while they study worth the cost when the payoffs are a more stable workforce, and greater ability to fill high-demand jobs with skilled workers.

The numbers are impressive, as well. In Baltimore City, 96 working parents received training, 92 completed their courses, and 89 were almost immediately placed in higher-paid positions and realized an average annual salary increase of more than \$6,000. The STEP program shows conclusively that training current workers for greater responsibility in areas of skill shortages benefits them, their families and their employers.

Initiative Evaluation Criteria

Need Addressed

- Identification of targeted population(s) served
- Need identified to address population(s) need

Outcome Attainment

- Potential outcomes of recommended initiatives
- Adequate in resolving need
- Potential to add value to goals of strategy

Ease of Implementation

- Commitment and coordination of stakeholders
- Political viability
- Institutional capacity to achieve objective

Opportunity for Public/Private Partnership

- Potential for outcome attainment through partnership
- Initiative aided by joint support of public and private sectors

Maryland Best Practices

Professional Development

Create a Clearinghouse of Training Opportunities

Maryland Community Colleges, The Committee on Nursing and Allied Health (CNAH) **Goal: Implement a system for continuing education for allied health and nursing that is statewide coordinated**

Key Components:

- CNAH consists of active registered nurses and allied health professionals from sixteen Maryland community colleges;
- Cohesive group that plans, implements and evaluates continuing education courses for nurses and allied healthcare personnel;
- Awards ANCC approved contact hours to registered nurses.

Results:

- Offered 1013 courses awarding ANCC contact hours with 23,864 nurses attending;
- The American Nursing Credentialing Center's Commission on Accreditation reaccredited CNAH as a provider of continuing education for another 6 years.

Expand Career Pathway Programs to Other Populations

School-at-Work Program **Goal: provide accessible education for adults in entry-level healthcare jobs who want to advance in their careers**

Key Components:

- \$1.17 million grant from the U.S. Department of Labor's Employment and Training Administration;
- Administered by Louisville-based Hospitality Television (HTV), a distance learning and communications company, and Anne Arundel Community College in Maryland.

Results:

- Employers from five areas hospitals, including Mt. Washington Pediatric, St. Agnes HealthCare, University of Maryland Medical Center, University Specialty and Anne Arundel Medical Center in Annapolis are participating;
- Program uses a combination of multimedia technologies to reach 270 employees at the 28 hospitals where they work in Indiana, Kentucky, Maryland and Virginia.

Source: St. Agnes Hospital

Genesis ElderCare

Goal: Promote career paths to develop their current workforce for lifelong careers at Genesis

Key Components:

- Career path programs, such as the Grow Our Own Nurses program, Certified Nursing Assistant training courses, and a Director of Nursing in Training program (DONIT);
- Offers up to 12 Board of Nursing approved CNA Training Programs per month;
- GNAs are offered a Geriatric Nursing Assistant Specialist Program and sponsorship in local community college Certified Medication Aides Programs;
- Grow Our Own Nurses, which introduced educational and promotional opportunities to their employees through recruitment days and reviewing available opportunities and educational paths with employees;
- Created a nursing scholarship program;
- Created a Tuition Assistance Program (TAP) where they advance monies for tuition and related educational expenses up front.

Results:

- In 2002, graduated over 717 Certified Nursing Assistants;
- At the Grow Your Own Nurses program's launch, 334 employees were interested in nursing careers;
- Currently 265 employees enrolled in nursing school under the TAP program.

Service Employees International Union (SEIU)
Goal: To offer union workers expanded educational opportunities

Key Components:

- Created a Union's Community Service/Baltimore Regional Healthcare Training Partnership Program provides training and education to workers at participating healthcare institutions (GBMC, Maryland General, Johns Hopkins, Sinai and St. Elizabeth's);
- Workers can obtain their high school diplomas, take a medical terminology course, a study skills course, a customer service course, and/or get their certification in CPR;
- Workers can also train for an advanced Nursing Aide position, the G.N.A. or C.N.A., Unit Secretary, Central Sterile Tech or other jobs in the healthcare field.

Results:

- More than 200 workers are participating in the program.

Source: SEIU District 1199E-DC website www.seiu1199e-dc.org/training.htm

Other State Stories

Professional Development

Create a Clearinghouse of Training Opportunities

STATE STORIES: NATIONAL RESOURCES

Tylenol Corporation—health-related career links <http://scholarship.tylenol.com/links.asp?source=>

Georgia—www.gahealthcareers.com. Georgia also established regional recruitment and workforce resource clearinghouse in Area Health Education Centers.

Pennsylvania—www.pahealthcareers.com.

Minnesota—www.ISEEK.org/healthcare. Minnesota's Internet System for Education and Employment Knowledge, as well as www.health.state.mn.us/divs/chs/workforce.htm for Minnesota State Loan Forgiveness Program and Grant Programs, Office of Rural Health and Primary Care, Minnesota Department of Health.

Expand Career Pathway Programs to Other Populations

STATE STORIES: CALIFORNIA

Bay-TEC Consortium in East Bay, California

Goal: Create career ladders for specific industries including healthcare

Key Components:

- Community-based organizations Urban Voice, StreetTech, Cypress Mandela, and Eastmont joined with Peralta and Contra Costa Community Colleges and a coalition of four local workforce investment boards created Bay-TEC Consortium;
- Received \$3 million federal H-1B grant and private foundation and state economic development funding.

Results:

- Bay-TEC serves approximately 150 participants per year.

STATE STORIES: NEW YORK

Community Health Care Conversion Demonstration Program

Goal: Retrain current hospital workforce in advanced healthcare occupations

Key Components:

- Hospitals receiving more than \$1 million from Community Health Care Conversion Demonstration Program are required to spend at least 25% on workforce retraining projects;
- Hospitals receiving less than \$1 million must spend at least 10% on retraining.

Results:

- \$60 million allocated towards retraining in the first year.

STATE STORIES: NORTH DAKOTA

Career Ladder Initiative

Goal: Create career ladders in healthcare

Key Component:

- State is working with the Department of Labor and Department of Commerce on career ladder initiatives.

STATE STORIES: WASHINGTON STATE

WorkSource Program

Goal: Train welfare recipients in healthcare occupations

Key Components:

- Welfare to Work initiative through WorkSource, a collaborative program of three separate state departments;
- Program provides training, limited schooling, job support, childcare, interpersonal job skill building, clothing and transportation costs.

STATE STORIES: NEW JERSEY

Newark Beth Israel Medical Center (NBIMC) in Newark, NJ

Goal: Create a program that promotes excellence in patient care delivery

Key Components:

- Developed a Professional Advancement System to provide framework for clinical excellence in patient care delivery;
- All registered professional nurses who work full or part time at NBIMC are eligible for clinical advancement through the three defined levels of registered professional nursing practice.

STATE STORIES: NEBRASKA

Alegent Health Facility

Goal: Provide current employees the opportunity to become RNs

Key Components:

- Created Career Advancement Program to opportunity for current employees to become RN's;
- Applicants must have been employed with the organization for at least one year and must have fulfilled the prerequisites for and been accepted into a nursing school;
- Alegent pays for the employee students' tuition, books, and fees in addition to a \$700/month stipend;
- Employee students must maintain .2 FTE with the organization and work a minimum hours per pay period during their schooling.

STATE STORIES: GEORGIA

Public Private Partnership between Georgia Healthcare Providers and the University System of Georgia

Goal: Increase the number of licensed healthcare providers in the state by more than 500 over the next 2 years

Key Components:

- \$4.55 million public/private partnership;
- Participating healthcare employers committed to providing jobs for fast track graduates in 19 Georgia communities;
- State committed \$2.1 million for program-related instruction and expenses at 13 institutions in the university system;
- Georgia healthcare providers are making cash and in-kind contributions of equipment, staff time, laboratory and classroom space valued at \$2.45 million.